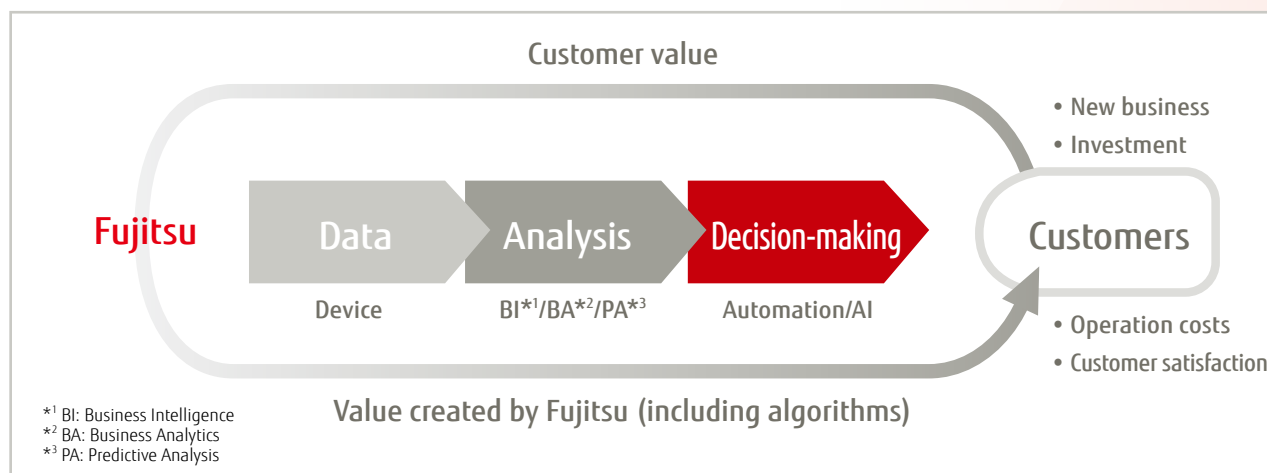


We will create value through IoT technologies by enhancing our expertise in solving problems faced by customers and society.

As a partner to its customers, Fujitsu possesses an understanding of their management issues and economic and social value, as well as their strategies and initiatives, and supports their decision-making in various fields.

Fujitsu's Value Creation Model



The rapid advance of the IoT is driving demand for the creation of innovative fields consisting of digital ecosystems, such as healthcare, manufacturing, and transportation, that utilize digital technology. By analyzing data collected through all manner of networked hardware and devices and connecting it through algorithms, Fujitsu aims to offer digital support for customers' decision-making and to automate the decision-making process itself.

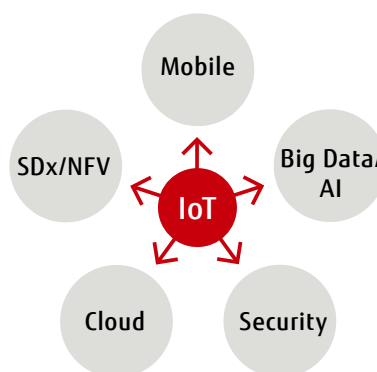
In other words, Fujitsu's technology and services will provide powerful support for companies and society where people are active—this is our vision for a world of Human Centric Innovation. As it repeats this cycle, Fujitsu will create added value and strengthen its customers' businesses, aiming to create a more sustainable society that grows in the future. In the process, we aim to grow together with our customers and society as an indispensable partner.

Enhancing "Connected" IoT Technologies

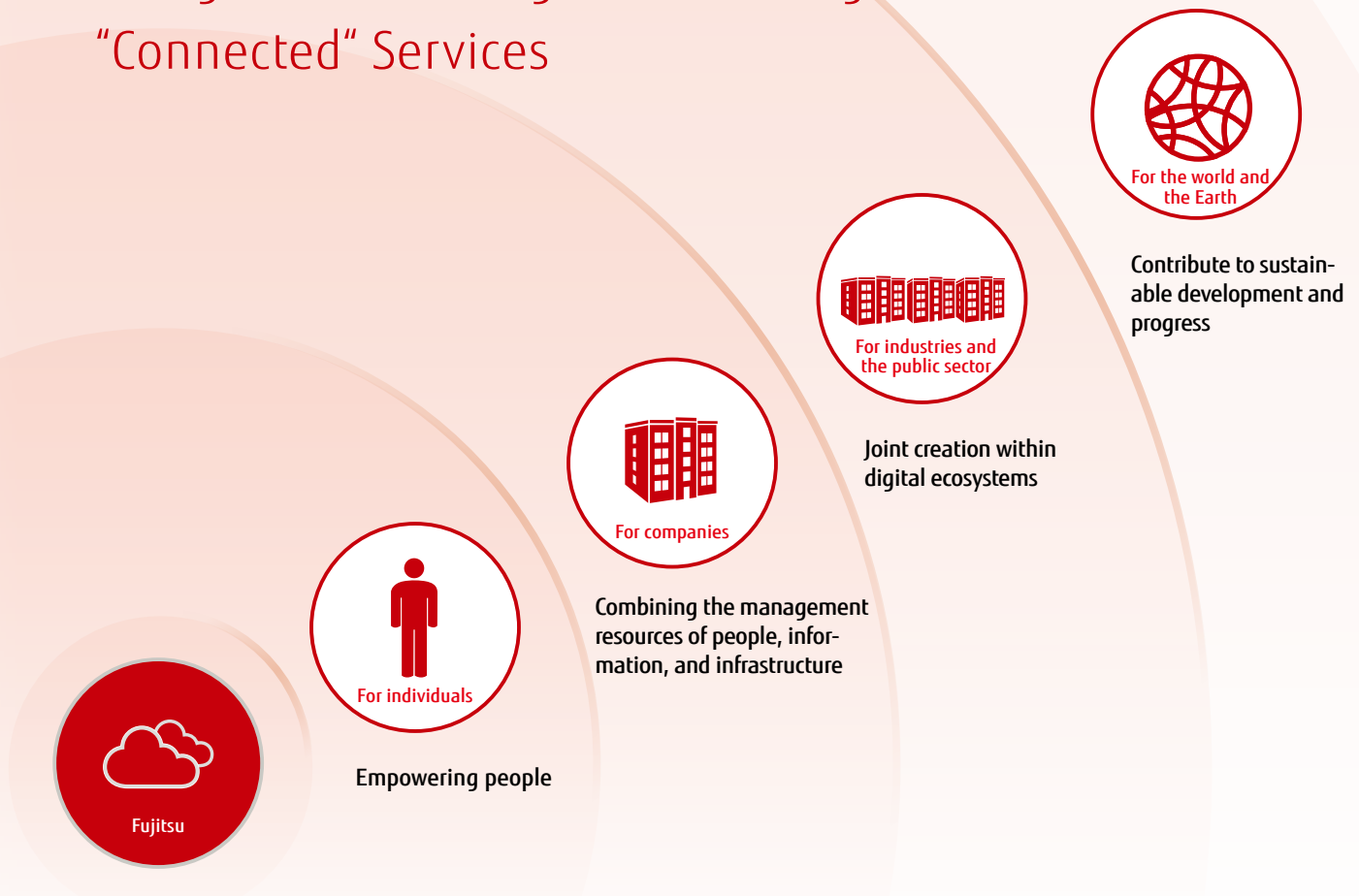
In the IoT era, the connection of all things is the source of value creation. To realize this service model, we will focus our investments in research and development of "connected" core technologies that lead the IoT era.

To accelerate the development of the main technologies shown on the right, we will integrate our business unit structure and increase our development capabilities under a unified strategy.

To this end, we plan to aggressively strengthen collaboration with external institutions in addition to creating synergies with research institutions within the Group, such as Fujitsu Laboratories and Fujitsu Research Institute. This will further accelerate the development of high-quality technologies and market launches.



Using Connected Digital Technologies to Drive “Connected” Services



VALUE CREATION SECTION

Widening Fields and Impact on Society

Individuals	Companies	Industries and the public sector	The world and the Earth
<p>Empowerment of people who create innovation</p> <p>We live in an age where the world is connected through PCs, smartphones, and clouds, offering access to a huge amount of information. Digital technology is going beyond tools for individual productivity enhancement to empower people with knowledge, expertise, and experiential value. For those with the will to try incredible new ideas, this age will enable them to connect with many other people and create new approaches to solving problems and innovations.</p>	<p>Supporting business success and business model transformation</p> <p>Excellence in business operations, product competitiveness, and close relationships with customers—digital technology enables enhancement of vital strategic elements for business.</p> <p>We support decision-making and behavior related to business operations, and optimize operations throughout the entire value chain. Our approach of using digital technology to connect management resources and combine them around people supports business success and business model transformation.</p>	<p>Fields created by the digital ecosystems that support innovation and value creation</p> <p>The interconnection of companies’ products and services, as well as governments and academic and research institutions, generates innovation and shared value. This age enables the formation of digital ecosystems within business and society.</p> <p>Fujitsu provides a digital business platform based on ICT, realizing links across companies and industries. Our goal is to create shared value in collaboration with industries, governments, academic institutions, and others.</p>	<p>Contributing to the sustainability of society and the Earth</p> <p>In 2050, the global population is projected to reach 9 billion. This poses a threat to the sustainability of society and the global environment, with worsening climate change and shortages of resources, food, and water. To meet these challenges, it is necessary to gather human wisdom through digital technology.</p> <p>Fujitsu will deploy its digital business platform around the world to contribute to solutions for various social issues.</p>